

4 December 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Report of School of Intelligence
and World Affairs No. 48
27 November - 1 December 1972

1. Midcareer Course

STATINTL
ADDI Paul Walsh substituted for Ed Proctor in an evening session as Phase II continued with the second week at [redacted] Bruce Clarke, as usual, received high marks for his presentation. Evening discussions picked up considerably with the DDP segment as [redacted] stimulated a lively dialogue which continued into the late hours. Next week, Management Science at Anacostia.

STATINTL

2. IWA - Cross Cultural Training

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An innovation will be introduced into the Perception Unit of the IWA in response to a frequent comment from students. On 11 December, the problem exercises will be more structured than heretofore, with the help of two additional staff members. John [redacted] a hand in the teams' separate discussions of individual problems and in the follow-up reporting session for the class as a whole.

For some time the IWA critiques have shown a minor trend toward criticizing the lack of effectiveness of some teams' reports to the class and have suggested that we provide more structure to the whole exercise. Our first step in this direction seeks to draw out more clearly in the follow-up session the lessons suggested by the students' free discussions in the prior team meetings. We anticipate that the introduction of staffers as "resource persons" and side-line prompters in the team meetings will provide indirect guidance without inhibiting discussion. The addition of the staffers to the reporting panels in the follow-up session should help point up the lessons to be drawn and thus give us maximum benefit from the whole exercise.

3. Intelligence and World Affairs

STATINTL

The enrollment in the Intelligence and World Affairs course (IWA) which began on Monday rose by some 20 per cent with the last minute enrollment of a number of [] candidates. The total 41 is thus fairly large for the IWA. Despite the size, participation has been good both in class and in group sessions.

4. JCS-DIA Orientation

Final preparations have been made for the 17th JCS-DIA Orientation to be held on 5 and 6 December in Room 1A-07. A total of 67 visitors are expected, 32 from JCS, 31 from DIA and 4 from the Defense Intelligence School. Among the visitors are Maj. Gen. Arthur Adams, USMC, Deputy Chief of Staff, CINCLANT and Maj. Gen. Edward McGough, USAF, Deputy Commandant, ICAF. General Walters has been invited to make the concluding remarks.

5. FEI Visit

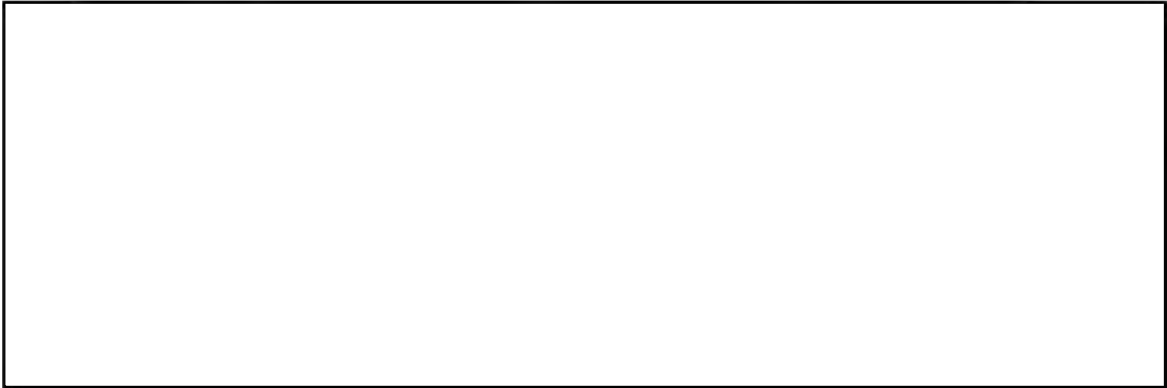
Fourteen members of the Federal Executive Institute's Seminar on Foreign Policy were given a two hour briefing at Headquarters in the DDI Conference Room on 28 November. The group was in Washington for several days of briefings in preparation for a field trip to [] Mr. Colby led off with a half hour overview of the intelligence community and the Agency. [] Member of the Board of National Estimates and former Chief of Station, [] and [] Office of National Estimates, then followed with a background briefing [] ORD, the only Agency member of the group, quoted his confreres as saying that this was the best briefing the group had received during their Washington visit.

6. [] to Meet with Canadian TV Producer

Mr. William Stevenson, CBC/TV producer, has scheduled a meeting [] to discuss the 13-part documentary which the Canadian corporation is making on the life of Britain's U.S. wartime intelligence chief, Sir William S. Stephenson.

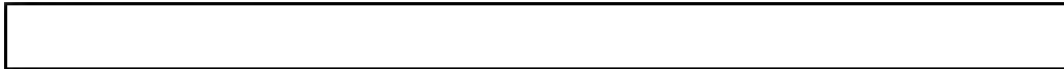
Mr. Stevenson, who has been very favorably reported on by the [] has already sent Tom an eight-page scenario. As projected, it promises to be a major and perhaps unique production on intelligence. Also, the producer explains that he is attempting to look at World War II "in a way that has not been attempted before...that is, with a proper regard for the importance of good intelligence and its operational application." The theme of the documentary will be the essentiality of good intelligence to the defense of a free society at all times.

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8. Briefings

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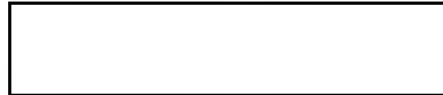


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On 29 November, at FSI, [redacted] on CIA for the 55 students in the Basic Foreign Service Officer Course.

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On 30 November, at Headquarters, [redacted] on CIA for 67 college students enrolled in American University's "Washington Semester".



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Chief, School of Intelligence
and World Affairs

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4 December 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Activities Report - Language School

STATINTL

[redacted]
and I attended the Interagency Language Roundtable hosted by FSI on Friday, 1 December. The major purpose of the meeting was to give the five subcommittees a chance to meet and organize themselves for the study of their respective topics. All of the initial committee meetings seemed productive. DLI reported that the move of its Headquarters to Monterey has been indefinitely postponed. ACTION will host the next meeting of the Roundtable in January.

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2. [redacted] the second of our visiting consultants on language teaching and linguistics, spent a day with us on 30 November. [redacted] plays down the role of oral drill in language training in favor of curricula which stress language use. He defines "use" as classroom activities in which new information is constantly being exchanged between speaker and listener, communication activities like "Twenty Questions" which require the student to find out something from someone else. In addition to this theme, which we discussed in [redacted]

STATINTL

3. Three members of our Russian faculty visited the Foreign Service Institute this week to observe a few classes and talk with the chairman of the Slavic Department about FSI's Russian course. The course is unusual in that classroom activities are not built around any specific book but on drill and conversation related to a table-top model of Moscow. Our instructors were cordially received, and they found the visit profitable.

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4. [redacted] of our STAT Department and [redacted] our most senior Chinese instructor, attended the annual conference of the American Council for the Teaching of Foreign Languages in Atlanta on 24 - 26 November. Of all the professional conferences that take

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place each year, this is the one that is concerned most with language teaching per se. Topics discussed included: computer-aided instruction, teaching reading, the use of culture in the classroom, and sociolinguistic implications for language teaching. [] presented a paper to German teachers on the topic "Constraints on Ausklammerung in Modern German." He also had an opportunity to meet there with several people whose research is of interest to us, particularly Bernard Spolsky, a well-known scholar in the field of proficiency testing.

STATINTL

5. Language School Statistics Week of 20 - 24 November 1972:

Students

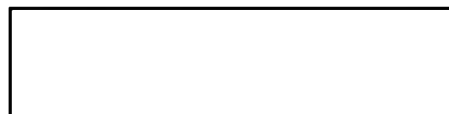
Full-time - 86
Part-time - 321 (96 BAHLT)
(175 Hqs.)
TOTAL.....407

Classes

Full-time - 35
Part-time - 73 (11 BAHLT)
(29 Hqs.)
TOTAL.....108

Laboratory Hours: Language School - 159
Headquarters - 70

There were 9 proficiency tests given.



Chief, Language School

STATINTL

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CTP

UNITED STATES GOVERNMENT

Memorandum

TO : Director of Training

DATE: 1 December 1972

FROM : Chief, Career Training Program

SUBJECT: Weekly Activities Report

1. On 30 November Chief, CTP conducted the annual briefing on the CT Program for the DDS.

2. From 3 December through 8 December Chief, CTP [REDACTED] STATINTL will be interviewing CT applicants in Denver, El Paso and Austin.

[REDACTED]

STATINTL



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Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

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SUS

1 December 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Support School Weekly Report

A. COURSE MATTERS

1. Managerial Grid

Thirty-five students (4 women) are enrolled in the Managerial Grid for the week of 3 - 8 December 1972. [] will instruct. 25X1A

2. IWA

25X1A

For the third time [] of the MTF will present a Management Training module consisting of Time Management and Priority of Work in the IWA course on 8 December 1972.

3. Project Officer in the Contract Cycle

25X1A

The course administrator convened the informal "course committee" consisting of the Chief, Procurement Management Staff, OL, the Special Assistant to the DDS&T, and the two instructors from [] 25X1A [] to consider suggestions made in the student critiques from the last session of this course. In addition, follow-up interviews have been conducted with several of the students to obtain more specifics on their comments. Each of these post-course meetings with the contractor-instructors serves to give the latter a better "feel" for R&D contracting in the Agency. The Contracting Officers engaged in R&D contracting in five different components of the Agency have been requested to submit lists of the more common problems currently being encountered because of actions taken, or not taken, by technical personnel. The

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points raised will be used as a basis for reinforcing instruction in appropriate parts of the course.

4. Field Administration

a. The Senior Training Officer of the Support Directorate requested a special evaluation of the performance of a student in the last class who was being considered for transfer from the Communications career service to the Support career service.

b. Special tutorial instruction was given to two Clandestine Service employees whose imminent departure for overseas assignments precluded their attendance in a regular class.

5. Records Management

During the first three weeks of this month, two sessions each of Files Systems and Procedures and Forms Management were given. A total of 72 persons attended. These sessions completed the records management triad, the first element of which, Records Disposal, was given twice in September. Student critiques were complimentary and indicated satisfaction with the courses. The three seminars will be conducted again during the first half of December. They will be in the Chamber of Commerce Building for the first time.

6. Administrative Procedures

25X1A [redacted] with the
25X1A Administrative Procedures course this week in preparation for conducting it now that [redacted] has assumed the responsibility for the Office Management course.

7. Fundamentals of Budgeting

25X1A [redacted] audited the Fundamentals of Budgeting course,
25X1A being conducted by [redacted] this week, to refresh his own knowledge of the subject and to ensure that the information given in the financial accounting portion of Field Administration is consistent with that given in this course.

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B. GENERAL

1. The feasibility of using tape decks and some sort of electronic system for shorthand refresher training in the classroom is being considered. If practicable, this approach may offer an opportunity to reduce the amount of instructor time now required. A multi-reel tape deck which permits the simultaneous playing of shorthand exercises at three different speeds is in use at the Civil Service Commission's training center but is quite expensive. Literature discussing electronic systems using taped dictation for instruction has been referred to technicians in the Language School for a practical evaluation of installation and maintenance requirements and costs.

25X1A

2. This week, in a note to [redacted] of ORD indicated he had not been contacted by [redacted] of George Washington University (see Support School Weekly, 6 October 1972). [redacted] had pressed [redacted] hard in order to arrange their initial meeting. It would appear that [redacted] interest in "pitching" the Agency on George Washington University programs has waned.

25X1A

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25X1A

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25X1A

3. [redacted] NPIC Training Officer, and Mr. Robert [redacted] NPIC Branch Chief, met with Messrs. [redacted] on 30 November to discuss an NPIC requirement for a Team Building session (similar to the FEI seminar on Organization Development attended by NPIC officers during 1971 and 1972). Messrs. [redacted] and [redacted] preferred an in-house "seminar" run by Support School personnel to inviting a Management Training consultant in to do the job. The Support School accepted the requirement following [redacted] review of the composition of the FEI seminar and the objectives he has in mind. With the exception of a single exercise, the substance and techniques employed by FEI are familiar to MTF. NPIC wants to get started as soon as possible. The next step will be a meeting during the second week of January to review a first draft covering the proposed substance and schedule. A tentative target date for the activity is the week of 26 March 1973 at [redacted]. The activity probably will take three or four days and will include evening sessions. About 25 officers from NPIC will constitute the student body.

25X1A

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[redacted]

25X1A

Chief, Support School, OTR

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Ops

1 December 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Activities Report
27 November - 1 December 1972

GENERAL

1. A searching discussion was held with [] CI Training Officer on the subject of the possible demise of the CI Ops Course. His original approach was that we combine the CI Survey and CI Operations Courses and call them the CI Ops Survey. We held out for the view that this would accomplish nothing except a cosmetic change and not even do that very well. We were much more concerned with whether there were identifiable areas of weakness in CI instruction in operational courses than we were with the luster on the CI door plate. If such areas could be identified for us we would welcome the opportunity to make constructive changes, but that we hoped there would be no impulse to come up with a profusion of CI labels for things that were already being done without specific labels as parts of other courses. We talked briefly of the Board of Visitors as perhaps being an instrument through which CI Staff might be able to represent their point of view, but warned [] at the same time that this was intended to be a bridge-building vehicle and not an inspectorial one; that the Board if queried on this matter might well be expected to require the CI Staff to cite evidence to show wherein present OTR performance was deficient. In short, we urged him to try and get the Staff to recognize both the quality and quantity of CI instruction now being offered and to make constructive suggestions for its improvement or for demonstrable needs now being overlooked or neglected. Whether we were successful remains to be seen, but we believe [] is convinced we are not being obstructive or negative.

25X1A

STAFF TRAINING BRANCH

2. From 28 November through 1 December 1972, [] conducted an IR Fam tutorial for an FE contract employee scheduled for an early departure overseas.

25X1A

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WISAM

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AGENT AND LIAISON TRAINING BRANCH

3. During the period of this report eight programs involving 35 trainees were conducted, six in Washington, two on TDY. One program was completed, five continued and two new ones begun.

25X1A



25X1A

Chief, Operations School/TR

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25X1A

Next 3 Page(s) In Document Exempt

ADMINISTRATIVE - INTERNAL USE ONLY

1 December 1972

MEMORANDUM FOR: Director of Training

SUBJECT: Weekly Activities Report No. 48
27 November - 1 December 1972

1. The National Cryptologic School is conducting another National Communications Security Course from 15 - 26 January 1973 and CIA has been allocated two spaces. (We can't help but worry about NSA when we note that "Two spaces in the class have been reserved for the General Services Administration"!)

We will offer the spaces to offices formerly indicating an interest in this course - OC, FI.

2. Final arrangements have been worked out for the CIA team's (one each from PPB, OC, OL, OTR, and SSS) attendance at the Civil Service Commission's Productivity Management Workshop which begins Monday. A special briefing, arranged by the DDS/STO, will be held on 1 December. [redacted] who completed the last Productivity Workshop, will participate. [redacted] O/PPB, will join the DDS team.

STATINTL

3. [redacted] DCI/IC, one of the Agency's Fellows in the 1972-73 Congressional Operations Program is working in the office of [redacted], and currently preparing a paper on lobbying to be used by the Senator in hearings on Congressional Reform which begin on 4 December. [redacted] expects future assignments to be on the Senator's legislative staff, but he feels also that he will be called upon to do some papers on international affairs. Our other "Fellow" in the Program, [redacted] OCI, does not have her legislative assignment yet.

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4. We now have four nominees for the next (8 January 1973) Foreign Affairs Executive Seminar (FAES): three from DDS (OC, EUR (S), and SSS) and one from DDI (DCS). No word from the CS!

STATINTL

5. [] an engineer with OC, attended a course on "Metrication," conducted by the TAD Institute which explained the planned conversion of the U.S. to the Metric System as the legal standard of measurement. [] found the course STATINTL excellent and made three recommendations: an Agency-wide Metrication Committee be formed if the Metric Act is introduced in the forthcoming session of Congress; some of CIA's key engineering personnel take this course in the near future; and consideration be given to contracting for several in-house courses on this subject, especially in light of the statement in Senate Bill S-2483, "all new Government contracts will require metric dimensions and standards the moment the Bill becomes law". We are sending copies of the critique to DDS&T/STO, ORD, TSD, NPIC, OL, and SUS/TR.

STATINTL

6. [] DD/OL, departs Sunday for the one-week Brookings Institution's Conference on Business in Contemporary Society, which will be conducted in Houston and New Orleans. Our second student in this Conference is [] STATINTL [] DD/DCS.

STATINTL

7. [] has acquired the negatives of all the photos in the Cuban Missile Crisis Exhibit and is having working prints made. This obviates the need to film the exhibit itself. He and [] will record [] narrative of the exhibit on 5 December. We await further word from [] STATINTL regarding prospective audience, classification, length, etc. He has checked with Mr. Colby who will determine from the DCI what the latter's wishes are regarding a record of the exhibit.

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8. We have given [] DDP/TRO, FE, and SB the information on the FSI Mongolian language training at the University of Leeds. [] FE/TO, reported no candidates. [] will follow up with both divisions when he returns from leave on 6 December.

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[]

Chief
Instructional Support Staff

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